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FROM: Controlling DoD Organization: Assistant Chief of Staff for Force Development [Army], Washington, DC 20310.	
AUTHORITY	
AGO D/A ltr dtd 30 Apr 1980; AGO D/A ltr dtd 30 Apr 1980	

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AD 395862



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**DEPARTMENT OF THE ARMY**  
**OFFICE OF THE ADJUTANT GENERAL**  
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (3 Feb 69) FOR OT UT 684050

10 February 1969

**SUBJECT: Operational Report - Lessons Learned, Headquarters, 266th Supply and Service Battalion (DS), Period Ending 31 October 1968 (U)**

**SEE DISTRIBUTION**

1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT UT, Operational Reports Branch, within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure that the Army realizes current benefits from lessons learned during recent operations.
3. To insure that the information provided through the Lessons Learned Program is readily available on a continuous basis, a cumulative Lessons Learned Index containing alphabetical listings of items appearing in the reports is compiled and distributed periodically. Recipients of the attached report are encouraged to recommend items from it for inclusion in the Index by completing and returning the self-addressed form provided at the end of this report.

**BY ORDER OF THE SECRETARY OF THE ARMY:**

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

1 Incl  
as

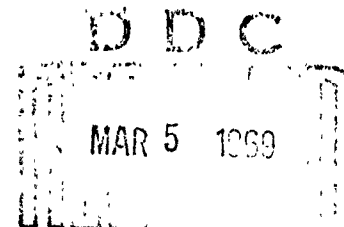
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  - 266th Supply and Service Battalion (DS)

DEPARTMENT OF THE ARMY **CONFIDENTIAL**  
HEADQUARTERS, 266TH SUPPLY AND SERVICE BATTALION (DS)  
APO US FORCES 96491

8 November 1968

AVCA SGN SG OS C

SUBJECT: Operational Report Lessons Learned for Quarterly Period  
Ending 31 October 1968 (RCS CSFOR-65-(R-1) (U)

THRU: Commanding Officer  
29th General Support Group  
ATTN: AVCA SGN SG OS

TO: Assistant Chief of Staff for Force Development  
Department of the Army  
Washington, D. C., 20310

SECTION I  
SIGNIFICANT ACTIVITIES

A. COMMAND

1. (U) During the 92 day reporting period from 1 August 1968 through 31 October 1968, the 266th Supply and Service Battalion continued to provide supply and service support to units located in the III Corps Tactical Zone, Republic of Vietnam.
2. (U) During September 1968 the Bearcat Forward Support Activity, 506th Supply and Service Company, 590th Maintenance Company, 48th Army Postal Unit and the Phuoc Vinh Logistical Support Activity were all detached from the battalion. The loss of these units and activities was part of the 29th General Support Group reorganization plan designed to correct over-extended span of control and unsatisfactory communications with subordinate units. This realignment of missions will permit the battalion to place greater emphasis on support of the Long Binh Post complex. The organizational chart for the battalion is submitted as inclosure 1.
3. (C) On 5 September 1968, the battalion opened a Central Issue Facility at the 90th Replacement Battalion. The new facility was opened by BG McDonald M. Jones, Commanding General USASUPCOM, Saigon and COL Thomas J. McDonald, Commanding Officer, 29th General Support Group. To date, the facility has processed 63,582 individuals. Of these, 50,478 were for issue and 13,104 for turn-in.
4. (U) The Central Recovery Point, formerly located near the old laundry site, was also moved to the 90th Replacement Compound in order to provide more responsive support to the CIF. The mission of operating the Recovery Point has remained with the 483rd Field Service Company. The issue of the clothing through the CIF has

FORSTUT  
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INCL 1

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SUBJECT: Operational Report Lessons Learned for Quarterly Period  
Ending 31 October 1968 (RCS CSFOR-65-(R-1) (U)

drastically reduced the requirements for TA-50 items by customers of this Battalion. Also, we have been able to satisfy some of our customers by issuing combat serviceable equipment which has been recovered through turn-ins to the CIF.

5. (U) The battalion was visited by the following senior officers during the quarter:

- (a) MG J. M. Heiser Jr., Commanding General, 1st Logistical Command.
- (b) EG McDonald M. Jones, Commanding General, Saigon Support Command
- (c) COL Donald H. Greely, Deputy Commander, Saigon Support Command.
- (d) COL Thomas J. McDonald, Commanding Officer, 29th General Support Group.
- (e) COL Thomas B. Mahone Jr., Commanding Officer, US Army Depot, Long Binh.

### B. PERSONNEL, ADMINISTRATION, AND MORALE

1. (C) The assigned strength of the battalion decreased from 1093 on 1 August 1968 to 801 on 31 October 1968. These changes were directly related to authorized strength which was 1487 at the beginning of the period and 1070 on 31 October 1968.

2. (C) During the quarter some 207 personnel rotated to CONUS. However, during the same period the battalion showed assigned gains of 520 men.

3. (U) New assignments within the battalion were as follows:

- (a) MAJ Giancarlo Tomei, Battalion Executive Officer
- (b) 1LT Billy R. Franklin, 383rd QM DET
- (c) 1LT Richard P. Beneicke Jr., Graves Registration Platoon Leader
- (d) 1LT Jerry L. Berry, POL Platoon Leader
- (e) 1LT Allan T. Parsons Jr., Laundry & Bath Platoon Leader
- (f) 1LT James D. Pollner, Supply Platoon Leader
- (g) 1LT Charles F. Rogers, Decontamination Platoon Leader
- (h) 2LT Richard D. Ernst, Graves Registration Platoon Leader
- (i) 2LT Joel N. King, Bakery Platoon Leader
- (j) 2LT Mark E. Weber, 383rd QM DET
- (k) 2LT Lenton W. Yarbrough II, Stock Control Officer
- (l) CW2 John T. Johnson, Automotive Maintenance Technician
- (m) CW2 Wallace R. Stahl, 383rd QM DET

INCL 1

2.

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AVCA SGN SG SS C

SUBJECT: Operational Report Lessons Learned for Quarterly Period  
Ending 31 October 1968 (RCS CSFOR-65-(R-1) (U)

4. (U) Enlisted promotions were made in the following grades:

	<u>AUGUST</u>	<u>SEPTEMBER</u>	<u>OCTOBER</u>
a. E-4	31	18	37
b. E-5	0	0	32
c. E-6	0	1	7
d. E-7	0	3	1
e. E-8	0	1	0

5. (U) Battalion personnel received awards for meritorious service during the quarter as follows:

(a) Bronze Star Medal:	15
(b) Army Commendations Medal:	21
(c) Certificate of Achievement (US.SUPCOM):	73
(d) Certificate of Achievement (266th S&S BN):	95

6. (U) Reenlistments and tour extensions during the period were as follows:

<u>MONTH</u>	<u>REENLISTMENTS</u>	<u>EXTENSIONS</u>
AUGUST	7	9
SEPTEMBER	3	10
OCTOBER	8	10

7. (U) There was 234 news releases forwarded during the period.

8. (U) Authorization for Civilian Labor increased markedly during the quarter. During the previous reporting period the average number of Local National employees was 180 on a daily basis. At the close of the reporting period the daily average had risen to 325, or approximately one-third the authorized battalion strength.

9. (U) Non-Judicial Punishment and Court Martial statistics for the reporting period are as follows:

(a) Article 15's:	109
(b) Summary Court Martial:	2
(c) Special Court Martial:	15

10. (U) Civil Affairs: During the reporting period the Battalion Civic Action Program continued to provide assistance for Hamlets I, II, and III of the City of Bien Hoa. Hamlet I has initiated an

INCL 1

3.



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AVCA SGN SG SS C

SUBJECT: Operational Report Lessons Learned for Quarterly Period  
Ending 31 October 1968 (RCS CSFOR-65-(R-1) (U)

ambitious plan for a drainage system which will eliminate whole city blocks of stagnant water. Hamlet II has received construction materials from the battalion for the building of a new well. Hamlet III has submitted a request through RVN channels for construction of a new market place.

## C. INTELLIGENCE, COUNTERINTELLIGENCE AND SECURITY

1. (C) On 16 August 1968 the battalion assumed command of a subarea of the Long Binh Post perimeter consisting of six primary bunkers immediately adjacent to Highway 1A. A single guard mount is now held for the subarea as a means of promoting sectional integrity, and insuring uniformity in perimeter defense. In addition to perimeter responsibility in and around the battalion cantonment area, a 24 man Reaction Force is dispatched each afternoon to act as a second line of defense at the Long Binh Ammunition Supply Depot.

2. (C) On 25 October 1968 the battalion completed a third perimeter fence adjoining the cantonment area. The fence is of steel and concrete-roll concertina construction and makes up a third barrier along Highway 1A.

3. Five interior guard posts provide adequate security for all operational areas as well as the battalion motor pool.

## D. PLANS, OPERATIONS, AND TRAINING

### 1. (C) Operations:

(a) Bakery production during the period was relatively stable despite numerous maintenance problems and repair parts shortage. During August 1968 the bakery began receiving approximately 25,000 lbs of French bread a week from civilian firms to supplement its regular troop issue. On 5 October, two 12,500 pound propane-gas operated commercial ovens were received. Installation of these ovens will require extensive modifications to the existing facility. PA&E is scheduled to begin this project during the week of 4 November 1968. During October 1968 the bakery at Cu Chi became inoperative, resulting in a daily issue of 7,000 lbs to units in the Tay Ninh - Cu Chi area. Current supported troop strength for the Long Binh Bakery is in excess of 130,000. Bakery production for the quarter was as follows:

<u>MONTH</u>	<u>PRODUCED</u>	<u>ISSUED</u>
AUGUST	492,140	477,742
SEPTEMBER	473,166	480,566
OCTOBER	544,049	532,890

# CONFIDENTIAL

AVCA SGN SG SS C

SUBJECT: Operational Report Lessons Learned for Quarterly Period  
Ending 31 October 1968 (RCS CSFOR-65-(R-1) (U)

(b) As a result of the transfer of supply points at Bearcat, Long Giao and Phuoc Vinh to other organizations of the 29th General Support Group, all battalion Class I, II & VII and III activities are now concentrated in the Long Binh area. Support during the period is reflected in the following statistics:

(1) Class I Operations:

(a) Rations issued during the reporting period:

	<u>AUGUST</u>	<u>SEPTEMBER</u>	<u>OCTOBER</u>
"R" Rations	1,674,802	1,523,566	1,330,437
"S" Rations	599,914	550,458	536,591
"C" Rations	68,521	50,836	67,858

(b) Troop strength supported is 45,000 men in the Long Binh - Bien Hoa area. Currently there are 23,400 net cubic feet of refrigerated storage space.

(2) Class II & VII Operations:

(a) Class II & VII improved open storage space was increased over the previous reporting period by 25,000 square feet. Acquisition of this real estate alleviated a serious space problem in the bulk storage yard.

(b) Receiving and issuing activities were greatly enhanced by a complete rewarehousing of all locations and the establishment of a functional stock locator system. A wall-to-wall inventory is now in progress.

(c) Following figures reflect the number of short tons of supplies received, issued and retrograded:

	<u>RECEIVED</u>	<u>ISSUED</u>	<u>RETROGRADED</u>
AUGUST	900.2	432	356
SEPTEMBER	920	500	600
OCTOBER	912	300.1	244.8

(3) Class III Operations:

(a) The battalion continued to operate the retail point on Highway 15 adjacent to Long Binh Post. On 24 August 1968,

# CONFIDENTIAL

AVCA SGN SG SS C

SUBJECT: Operational Report Lessons Learned for Quarterly Period  
Ending 31 October 1968 (RCS CSFOR-65-(R-1) (U)

the battalion assumed the mission of delivering 10,000 gallons of MOGAS daily for commercial vehicles operated by Equipment Incorporated and Philco Ford.

(b) Following is a resume of POL products issued during the reporting period:

	<u>JP4</u>	<u>AVGAS</u>	<u>MOGAS</u>	<u>DF-2</u>
AUGUST	554,700	54,750	777,396	1,097,596
SEPTEMBER	0	0	764,863	472,792
OCTOBER	0	0	747,432	441,077

## (4) Services:

(a) On 15 August 1968, the semi-permanent laundry facility in Long Binh was destroyed by fire. Tents were erected and on 4 October 1968 the laundry again became operational. Funding has been approved in the FY70 MGA program for construction of a laundry facility capable of supporting 20,000 men. The laundry at Bearcat has been detached from the 266th Supply and Service Battalion and attached to the 1011th Supply and Service Company. A laundry section and bath unit, minus personnel, is on loan to the 53rd General Support Group for service at Dong Tan. The 483rd Field Service Company operates bath sites at Saigon, Bearcat and Bien Hoa.

(b) The battalion performed defoliation missions for the 199th Light Infantry Brigade, 3rd Ordnance Battalion and the Bien Hoa Air Force Base.

(c) The Long Binh Graves Registration Central Collecting Point continued its normal processing of remains and personnel effects during the reporting period. During the quarter two search and recovery missions were conducted.

(d) The Central Recovery Point continued to recover fatigues from CONUS returnees at the 90th Replacement Battalion and return them to the supply system.

(e) Following is a statistical summary of services performed:

## (1) Laundry and Bath:

<u>MONTH</u>	<u>LAUNDRY (LBS)</u>	<u>BATH</u>
AUGUST	151,898	23,481
SEPTEMBER	44,897	23,299
OCTOBER	84,109	28,095

# CONFIDENTIAL

AVCA SGN SG SS C

SUBJECT: Operational Report Lessons Learned for Quarterly Period  
Ending 31 October 1968 (RCS CSFOR-65-(R-1) (U)

## (2) Graves Registration, Remains Processed:

	<u>AUGUST</u>	<u>SEPTEMBER</u>	<u>OCTOBER</u>
ARMY	105	97	67
NAVY	0	3	0
AUSTRALIAN	2	1	1
THAI	0	20	3
ARVN	3	10	0
VIETNAMESE CIVILIAN	0	13	0
CHINESE CIVILIAN	0	1	0
VC & NVN	0	9	0
US CIVILIAN	0	1	0

## 2. (U) Training:

(a) Mandatory subjects directed by higher headquarters were presented as required, and were monitored by the battalion staff.

(b) Familiarization firing of individual weapons and the M-60 machine gun was conducted during the quarter.

(c) During the month of September 1968, classes were conducted for all forklift drivers within the battalion. Subsequent to the classes there has been a significant decline in the deadline rate. Additionally, there have been fewer damaged containers and generally greater productivity.

## 3. (U) Logistics:

(a) During August 1968, the battalion received approval on construction of the following facilities:

- 2 each Wash Racks
- 2 each Grease Racks
- 800 SF Maintenance Shop
- 35,666 SF Shed Storage
- 15,000 SY Open Storage Hardstand
- 7,700 SY Organizational Maintenance Hardstand
- 1,870 SF Outdoor Theatre
- 2,870 SF BOQ
- 4,340 SF EM Billets

Funding has been approved in the FY 69 MCA Program.

(b) On 21 September 1968, a request was submitted for a new

AVCA SGN SG SS C

SUBJECT: Operational Report Lessons Learned for Quarterly Period  
Ending 31 October 1968 (RCS CSFOR-65-(R-1) (U)

Tactical Operations Center. Long Binh Post approved this project on 5 October 1968. Upon receipt of a construction directive, materials will be released by the 159th Engineer Group.

4. (U) Special Staff Section: The Battalion IG during the period was MAJ Giancarlo Tomei.

## SECTION II

### COMMANDERS OBSERVATIONS AND RECOMMENDATIONS

A. Personnel: None

B. Operations:

(1) (U) Stock Control:

(a) Item: On 15 September 1968, it was decided that the Stock Control Section would conduct a backorder reconciliation with all of its supported units. In the past, backorder reconciliation had been conducted only when initiated by an individual unit. That is, when a unit desired to ascertain its outstanding dues-out established by Stock Control, the unit would bring in its document register and personally verify each dues-out. Each dues-out was filed in FSN sequence to facilitate releasing of stock; however, to facilitate a backorder reconciliation, dues-out must be arranged in UIC groupings.

(b) Observations: Stock Control had approximately 30,000 dues-out established with 540 supported units. The only feasible solution to arranging this voluminous quantity of cards into UIC groupings was to key-punch each dues-out so that mechanical, rather than manual, sorting could be applied. On 19 September 1968, Stock Control started key-punching each of the 30,000 dues-out and completed the task 15 October 1968. By 19 October 1968, the cards had been sorted in to UIC sequence, a listing prepared for each unit, and pick up notification mailed to the units.

(c) Evaluation: By taking the manually prepared dues-out and producing an identical deck of key-punched cards, it not only facilitated the backorder reconciliation, but it also allowed the least amount of interference with the process of releasing previously established dues-out; furthermore, a minimum of personnel were utilized, hence disrupting a minimum of the day-to-day operations, and yet the maximum was attained. All concerned feel that this was not only the simplest means, but also the most rewarding means possible of accomplishing the goal.

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AVCA SGN SG SS C

SUBJECT: Operational Report Lessons Learned for Quarterly Period  
Ending 31 October 1968 (RCS CSFOA-65-(R-1) (U)

(d) Recommendations: To prevent a reoccurrence of the problem of reconciling a large number of dues-out with a substantial number of supported units, Stock Control key-punches each dues-out shortly after it is established and discards the appropriate card when the dues-out is released. Hence, an up-to-date file of key-punched cards is maintained for dues-out and a backorder reconciliation request can be processed in a matter of three to four days. The process of key-punching cards with other data is also being initiated. A card is being prepared for each ASL line to provide a current authorized stockage listing. Also, all requisitions passed to the US Army Depot, Long Binh, will be prepunched to facilitate and insure accuracy in the data processed.

### (2) (U) Self-Service Supply Center:

(a) Item: Until August 1968, the Self Service Supply Center Storage Yard utilized a three (3) digit locator system composed of alpha and numeric digits. The yard had no special area for receiving or issuing supplies and access was not limited. Under this system, supplies were often difficult to locate. There was constant congestion in the receiving area from supplies not yet located, customers receiving bulk issues, and depot trucks awaiting unloading.

(b) Observations: To solve this problem it was decided to establish a nine (9) digit locator system for the yard and to establish a separate, controlled access receiving yard.

(c) Evaluation: The results have been outstanding. Not only are supplies easily located, but it is possible to keep an accurate running inventory of the yard. The separate receiving area makes it possible to store supplies from the yard, which have been assigned to customers, as well as temporarily storing new supplies until they can be properly located. With only one access road to the yard it is possible to have absolute control over all supplies moving into and out of the storage yard.

(d) Recommendations: To prevent a reoccurrence of the same problem, any additional storage space acquired will be well planned using the nine (9) digit locator system before being stocked.

### (3) (C) Customer Accounts:

(a) Item: Identification and elimination of delinquent customer accounts.

(b) Observations: The Stock Control activity presently

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AVCA SGN SG SS C

SUBJECT: Operational Report Lessons Learned for Quarterly Period  
Ending 31 October 1968 (ROC CSFGR-65-(R-1) (U)

supports 540 units with an authorized strength of 114,000 men. Over 150 of these units have failed to contact the activity for periods of 30 days or more. Attempts to communicate with these units either meet with complete failure or reveal that they have been relocated to other Corps Tactical Zones.

(c) Evaluations: It is apparent that a large percentage of our customer units are either non-existent or located in another support area. These facts, however, can only be presumed since official deletion notice has not been received from the Support Command.

(d) Recommendations: That higher headquarters ascertain the validity of all customer accounts periodically, and that deletion notices be forwarded promptly after determination has been made.

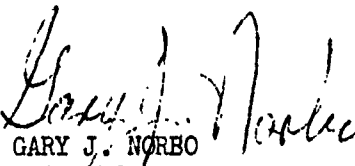
C. Training: None

D. Intelligence: None

E. Logistics: None

### SECTION III DEPARTMENT OF THE ARMY SURVEY INFORMATION- ESCAPE AND EVASION LESSONS LEARNED.

Negative Report.

  
GARY J. NORBO  
LTC, OMC  
Commanding

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AVCA SGN SG OP (8 Nov 68) 1st Ind  
SUBJECT: Operational Report of the 266th Supply and Service  
Battalion for Quarterly Period Ending 31 October 1968  
(RCS CSFOR-65)

DA, Headquarters, 29th General Support Group, APO 96491

TO: Commanding General, U.S. Army Support Command, Saigon, APO 96491

Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D.C. 20310

1. (U) The Operational Report Lessons Learned for the 266th Supply and Service Battalion has been reviewed by this headquarters and is considered adequate.

2. (U) Concur with recommendations.

FOR THE COMMANDER:

*S. G. Cary*  
S.G. CARY  
MAJ, AGC  
Adjutant



AVCA SGN GO S (8 Nov 68) 2d Ind (U)  
Subject; Operational Report Lessons Learned for Quarterly Period  
Ending 31 October 1968 (RCS CSFOR-65-(R-1) (U)

HQ, US Army Support Command, Saigon, APO US Forces 96491 25 Nov 68

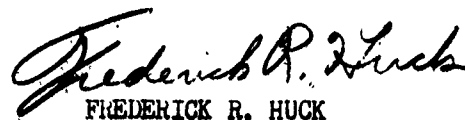
TO: Commanding General, 1st Logistical Command, ATTN: AVCA GO O  
APO 96384

1. (U) The Operational Report - Lessons Learned for the Quarterly Period Ending 31 October 1968, of the 266th Supply and Service Battalion is forwarded in accordance with para 9, AR 1-19.

2. (U) Reference Section II, para B(3): LC Regulation 700-44 describes the actions to be taken by a unit upon being disbanded or moved to another location. Recommend that supply support activities promulgate these procedures by means of supply bulletins and/or newsletters.

3. (U) Lessons Learned, observations and recommendations are concurred in by this command, with the exception above. A copy of this indorsement has been provided the originating headquarters.

FOR THE COMMANDER:



FREDERICK R. HUCK  
Colonel, GS  
Chief of Staff

AVCA GO-O (8 Nov 68) 3rd Ind

SUBJECT: Operational Report-Lessons Learned for Quarterly Period Ending  
31 October 1968 (RCS CSFOR-65)(R-1)(U)

DA, Headquarters, 1st Logistical Command, APO 96384

15 DEC 1968

TO: Commanding General, United States Army Vietnam, ATTN: AVHGC-DST,  
APO 96375

1. The Operational Report-Lessons Learned submitted by Headquarters,  
266th Supply and Service Battalion for the quarterly period ending 31  
October 1968 is forwarded.

2. Pertinent comment follows: Reference Section II para B(1). Concur.  
This is a feasible system. However, the punching of due outs as they are  
established and then pulling and filling when shipment is made could be-  
come difficult. Tight controls with good supervision would be required  
to assure updating. If not maintained current the purpose of the recon-  
ciliation would be defeated.

3. Concur with the basic report as modified by indorsements. The report  
is considered adequate.

FOR THE COMMANDER:

*For* *Robert W. Munson*  
ROBERT W. MUNSON  
1LT AGC  
Asst AG

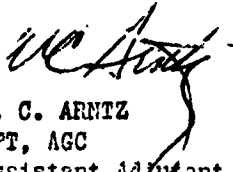
67  
AVHGC-DST (8 Nov 68) 4th Ind  
SUBJECT: Operational Report Lessons Learned for Quarterly Period Ending  
31 October 1968 (RCS CSFOR-65)(R-1)(U)

HEADQUARTERS, UNITED STATES ARMY, VIETNAM, APO San Francisco 96375 28 DEC 1968

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,  
APO 96558

This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 October 1968 from Headquarters, 266th Supply and Service Battalion (DS) and concurs with the report as modified by the preceding indorsements.

FOR THE COMMANDER:

  
W. C. ARNTZ  
CPT, AGC  
Assistant Adjutant General

GPOP-DT (8 Nov 68) 5th Ind (U)

SUBJECT: Operational Report of HQ, 266th Supply & Svc Bn (DS) for  
Period Ending 31 October 1968, RCS CSFOR-65 (R1)

HQ, US Army, Pacific, APO San Francisco 96558

8 JAN 1969

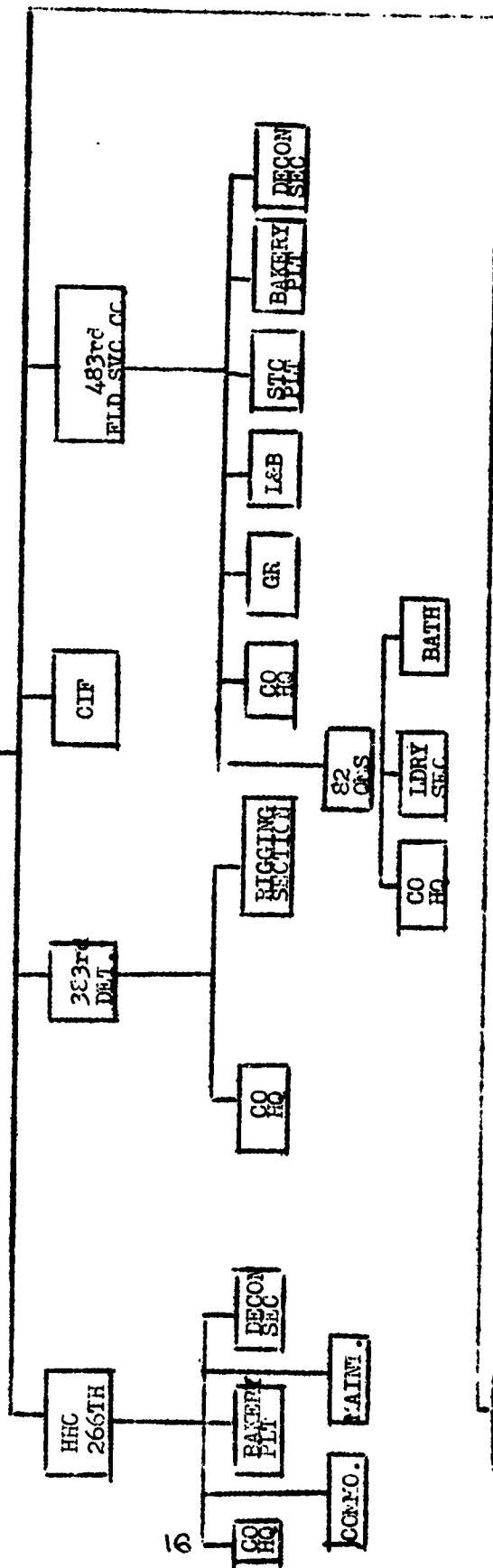
TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters has evaluated subject report and forwarding indorse-  
ments and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:

  
C. L. SHORTT  
CPT, AGC  
Asst AG

# HEADQUARTERS 266TH SUPPLY & SERVICE BATTALION



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Security Classification

## DOCUMENT CONTROL DATA - R &amp; D

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FOR OT UT # \_\_\_\_\_  
PAGE # \_\_\_\_\_

ITEM 3

SUBJECT TITLE \_\_\_\_\_  
FOR OT UT # \_\_\_\_\_  
PAGE # \_\_\_\_\_

ITEM 4

SUBJECT TITLE \_\_\_\_\_  
FOR OT UT # \_\_\_\_\_  
PAGE # \_\_\_\_\_

ITEM 5

SUBJECT TITLE \_\_\_\_\_  
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